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Report details 50 years of New Orleans hurricane protection

On July 10, the U.S. Army Corps of Engineers released the draft Hurricane Protection Decision Chronology (HPDC) for the Lake Pontchartrain and Vicinity Hurricane Protection Project (LP&VHPP) in the Greater New Orleans area.

The HPDC is an exhaustive examination of the complex 50-year record of LP&VHPP decision-making and project implementation involving the Corps, local sponsors, government at all levels, and the courts.

The Assistant Secretary of the Army for Civil Works (ASA(CW)), John Paul Woodley, Jr., and the Corps' Director of Civil Works, Maj. Gen. Don Riley, commissioned the HPDC shortly after Hurricane Katrina struck the Gulf Coast on Aug. 29, 2005. The report was to explain, rather than evaluate, how Corps policies and organization, legislation, and financial and other factors influenced the decisions that led to the hurricane protection project that was in place when Katrina struck.

The Corps' Institute for Water Resources commissioned an independent study team of Drs. Douglas Woolley and Leonard Shabman, water resources planning and policy experts, to conduct the HPDC inquiry and prepare the report.

Woodley said, "The Hurricane Protection Decision Chronology, while important because of what it tells us about the past, will be of even greater value as a national resource for planners and decision-makers to make better future decisions about the nation's critical public works infrastructure. This is an opportunity to learn from the past to inform the future."

The HPDC is a separate, but complementary, report to the Corps-commissioned Interagency Perfor-

mance Evaluation Task Force (IPET) study that analyzed the performance of the LP&VHPP during hurricanes Katrina and Rita. The IPET report is a "what happened" engineering and scientific record of the project's performance during the hurricanes. The HPDC answers the "why" and "how" questions about the development of the hurricane protection project by documenting the record of decisions, planning, and design that led to that system.

The draft HPDC is based on all known available records related to the LP&VHPP in the custody of the Corps, and of limited records volunteered by the state and local governments.

Key findings in the HPDC emphasize the importance of using systems approaches for public works infrastructure, adaptive management during the life of projects, and the critical importance of understanding risk management and effectively communicating risk to the public and decision makers. These findings are also reflected in the Corps' "Actions for Change" that have been developed from the lessons-learned from both the IPET and HPDC studies.

The HPDC also emphasizes the need for the Corps and other agencies to do a better job in providing critical risk information to the nation's decision makers about the state of the national public works infrastructure. This will enable decision makers to make better-informed decisions about infrastructure priorities and funding.

During the July 10 press conference to announce the release of the HPDC, a question was raised about whether the Corps' intent in publishing the report is

Comments welcome for NavLocks HPO

Do you have ideas or suggestions for improving the Operation and Maintenance of USACE Navigation Locks and Dams system activities? If so, the Navlocks HPO Team wants to hear from you.

The U.S. Army Corps of Engineers is committed to establishing a High Performing Organization (HPO) for its NavLocks System. This study began last January, and is scheduled to be completed in July, 2008. Several key decisions will be made by December, so Corps employees are encouraged to submit questions and comments during the next few months to enhance the outcome of the study.

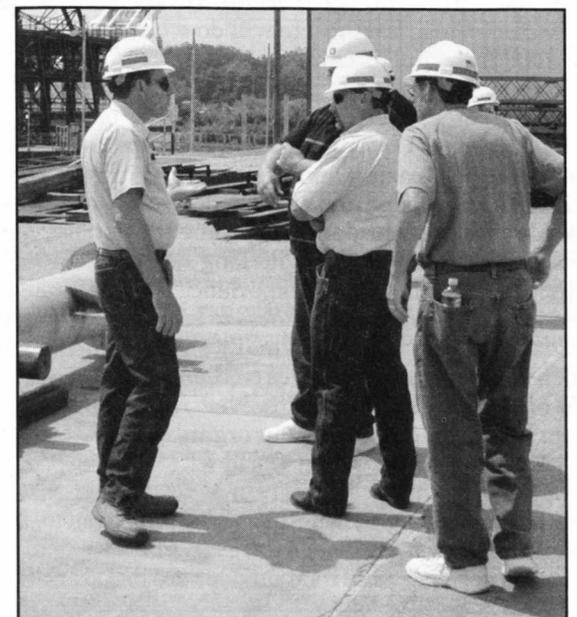
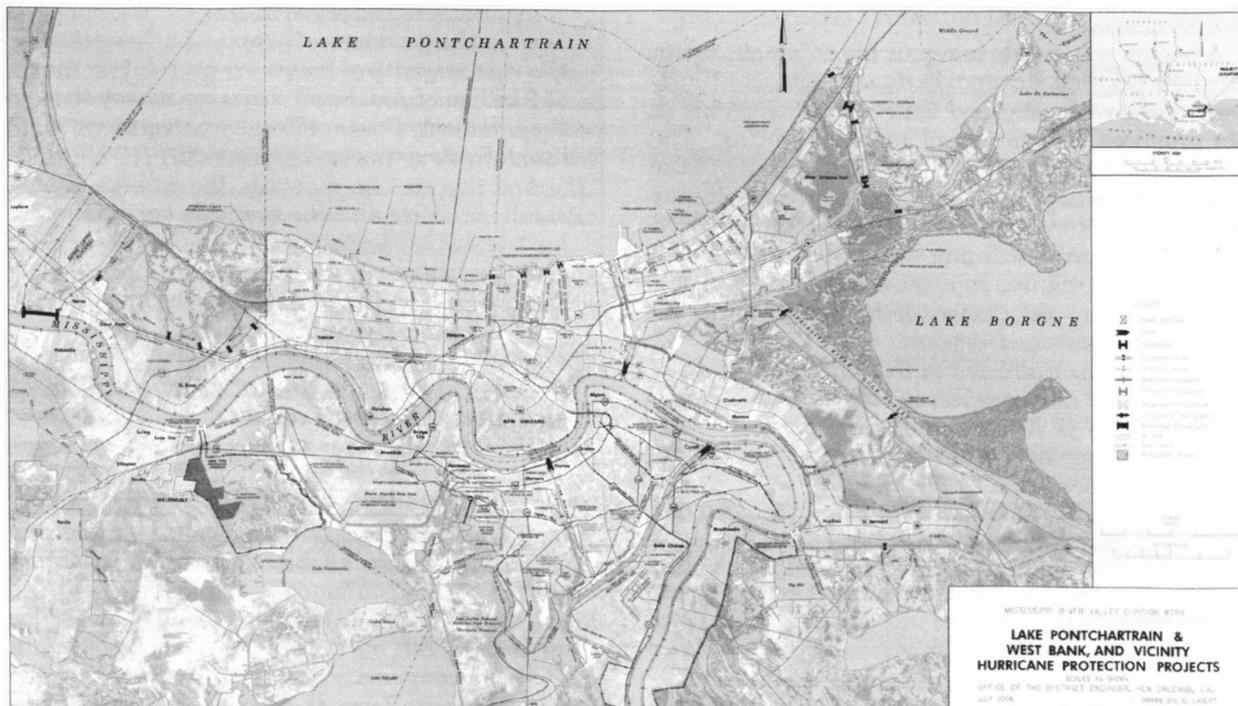
Ray Navidi, head of the USACE Strategic Sourcing office, said, "This study is huge and will have a major impact upon the Corps. The HPO study provides the Corps with a unique opportunity to make improvements."

Kenn Shoemaker accepted the challenge of leading this team, bringing almost three decades of experience in the Operations arena.

The HPO Team is committed to establishing effective communications with Corps employees, contractors, navigation lock systems users, and the public. Special efforts have been made to establish several channels of commu-

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Lloyd Harlow (left), Fleet Supervisor of the Louisville District repair crew, talks to High Performing Organization team members during a site visit. (Photo courtesy of Louisville District)

Insights

Trust is first principle for effective TEAMS

Col. Sherrill Munn
Chaplain, U.S. Army Corps of Engineers

This month I begin a series on the Chief of Engineers' favorite acronym, TEAM. In this series we will consider those key components that create a highly effective, winning team. The topics will be the principles reflected in the acronym:

- Trust
- Excellence
- All about people
- Motivating

We will begin with Trust, which I believe is the most important principle of all. It is the glue that holds a team together whether that team is on the job or at home.

In his book *Principle-Centered Leadership*, Stephen Covey writes about natural principles. These principles are not created by people, but are part of the way things are, part of the created order, so to speak. They are inherent in all personal relationships whether at home or on the job. To ignore them or to attempt to change or replace them invites failure. Success can only come when we embrace them and center our lives on them.

One of these principles is trustworthiness. I submit that personal trustworthiness is the **key** principle in effective leadership and personal relationships, the foundation of all else. We cannot expect people to trust us if we do not take steps to be trustworthy. Trustworthiness is a matter of character.

The classical writer Ovid once wrote, "It is annoying to be honest to no purpose." But his statement reflects a kind of moral relativism and manipulative attitude often seen in our society today. I think that attitude is one of the main reasons for failure in leadership and in family relationships as well. Behind this statement is a character flaw that people will perceive and come to mistrust.

Proverbs 45 tells us to "Trust in the Lord with all our heart." Why does the author say that? Why is the Lord worthy of our trust? Psalm 145 gives an answer. "The Lord is faithful to all His promises and loving toward all He has made." The Lord is trustworthy because He does what He says He will do. He is honest, forthright, and truthful. He keeps His word.

Second, He is loving. He will do what is right and best for those in His care.

These are two of the pillars of trustworthiness — personal integrity, and care for the other person.

The third, as Covey points out, is competence. You can be a good, caring, moral person, but if you don't have the knowledge and skills to do the job, over time people will lose confidence and come to mistrust you.

Building competence is lifelong learning through education, training, and experience. An attitude of self-improvement and openness to learn new things is essential to developing and maintaining competence. Such openness often involves challenges that move us out of our comfort zone. However, it will prevent us from becoming obsolete to our organizations.

We live in an impatient world where many people look for some magical program or formula that will fix things overnight, whether the problem is at the office or in our marriage. However, effective leadership and good personal relationships are based on abid-

ing principles, not personal improvement or "fix it" schemes.

The most important principle is trustworthiness. Fundamental principles give us an azimuth in life that keeps us on track, regardless of the situation. They allow us to weather storms of changes and uncertainty with self-confidence. People are drawn to those who are trustworthy. When they see integrity, caring, and competence in a person, they have a natural confidence that builds into a trusting relationship.

Trusting relationships are essential to the effective functioning of an organization or family. They foster clear communications, synergy, and cooperation that result in a win-win environment and enhance mission accomplishment.



In short, trustworthiness is the foundation upon which both effective leadership and lasting relationships are built. It is also the foundation upon which great teams are built.

Trustworthiness can be developed in a person. It is not one of those things you are born with or not. It is made up of character and competence, and both can be developed. Problems with competence can be overcome with education, training, mentoring, and coaching. Issues of character can also be overcome. Integrity issues can be overcome through repentance.

I know that is a religious term but, after all, I *am* a chaplain. And repentance is a good word. It means literally a change of mind. In the Bible, it means to stop doing what is wrong and start doing God's will. Notice that the emphasis is on *doing*. Repentance does not mean merely feeling sorry for doing something wrong. It means a real change. Stop doing what is wrong and start doing what is right.

Problems of character and issues of integrity can be reversed by stopping behaviors that hurt our reputation and relationships, and start doing those behaviors that bring about trust in others. Keeping one's word, being honest and forthright, showing genuine care and concern for others, treating others with respect and dignity all work together to build a trustworthy character.

A person who needs to repair his or her character must understand it cannot be done overnight. Trustworthiness will come over time as one keeps his or her promises, is honest, and genuinely caring. The process is lengthy because people will not accept the change unless they see consistency over time. It may take months or even years, but it is worth the effort.

One final word of warning — the trust of others is a precious thing, hard to gain and easily lost. So, guard your character. Be a trustworthy person. It is the foundation of an effective team.

(The opinions expressed in this article are those of the writer and do not reflect the official policy or position of the U.S. Army Corps of Engineers, the Department of the Army, the Department of Defense, or the U.S. government.)

Commentary

Volunteer finds 'trees' in Iraq

By Julie Cupernall
Photo by Travis Edwards
Gulf Region Division

I grew up in a very small, tight-knit community in upstate New York. I spent the first 18 years of my life seeing the same people every day. There was nothing I didn't know about them and vice versa.

When I graduated high school, I had to give a speech at commencement. Not really able to express the depth of emotion I felt at leaving my home, my friends, and my family, I decided to forego the speech. I read Shel Silverstein's *The Giving Tree* instead.

As I get ready to leave my Gulf Region Division family, I find myself thinking about *The Giving Tree* again.

The short story chronicles a man's life from boyhood to old age. Through all of the boy's joys, trials, and tribulations, the tree stands steadfast, and offers him comfort with his shade and pieces of himself when necessary.

By the time the boy is old, the tree is nothing but an old stump because he has given everything he has to support the boy in his times of need. In the end, the tree is sad because it feels that, as a stump, it has absolutely nothing left to give. But the tree is wrong. The boy, now an old man, simply needs a place to sit.

I think about Silverstein's story when I look over the GRD compound from my rooftop office. I see a forest of giving trees, people who are steadfast friends. I see people who offer pieces of themselves to help in times of crisis. I see people who give and give until I can't believe there can be more — but there always is.

I volunteered to serve in Iraq because I believe in the goodness of people. I believe that the vast majority of Iraqis are grateful for the \$13 billion of American taxpayer money that the U.S. Army Corps of Engineers has invested into infrastructure reconstruction.

And despite the mortars, the rockets, the small arms fire and the roadside bombs that have tested my luck, my faith in the goodness of people has never wavered.

Because here in the desert in the middle of Iraq, I live in a forest of trees.

(Julie Cupernall is a public affairs specialist with the Engineering Research and Development Center. She served January-July in Iraq as the GRD broadcaster.)



Julie Cupernall returns a greeting from an Iraqi boy in the Ameriya district of Baghdad.



Corps people rescue Soldiers after blast

Article by Andrea Takash
Engineering & Support Center, Huntsville
Photo by Peter Giannakouris
Associated Press

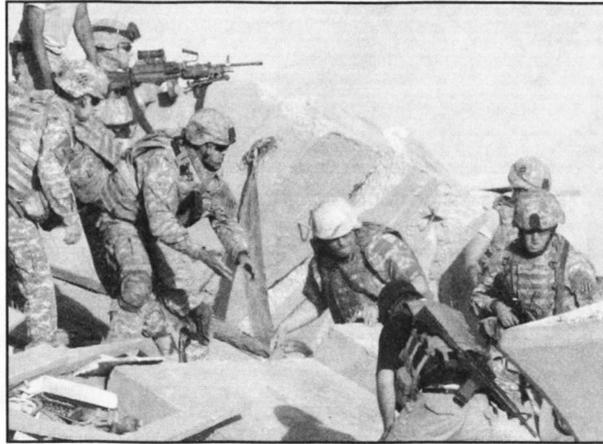
Members of the U.S. Army Engineering and Support Center, Huntsville's Coalition Munitions Clearance (CMC) Program rescued Soldiers after a car-bomb detonated on a bridge near Mahmoudiya in Iraq on June 10.

The incident killed three U.S. Soldiers and wounded six. Using an M-2 Bradley infantry fighting vehicle to remove piles of rubble, the CMC team freed three people from the collapsed bridge.

"My first vision was a tremendous detonation, much larger than the typical IED," said Jackie Smith, CMC security manager. "As we approached, the eastern side of the overpass was down, and I could see personnel trapped in the rubble."

Arriving just two minutes after the incident, the CMC team was the first on the scene and rushed to render aid to the Soldiers. Scott Rider, CMC safety manager, said that when the team approached the area they encountered splintered wood, exposed rebar, concrete, and dazed Soldiers covered in dust from the explosion.

Despite the chaotic scene, Smith said Rider went



Scott Rider, Coalition Munitions Clearance Program safety manager (tan helmet, center), helps remove rubble to rescue Soldiers and an Iraqi interpreter after a car-bomb destroyed a bridge near Mahmoudiya, Iraq.

above and beyond his job duties and took control of the rescue operation.

"Scott was not obligated to join the rescue, nor was it his responsibility to take charge," Smith said. "What he did was to place himself in harm's way with total disregard for his own safety, take charge,

and get those in the rubble out."

Rider said he does not think he did anything out of the ordinary. He said there was only one choice — help the injured Soldiers.

"I don't recall deciding to do anything," Rider said. "Once I saw the injured Soldiers, the decision was made for me."

With people trapped under the concrete, Rider knew he needed to act quickly. He carried jacks up to the pile of rubble and began removing debris to free the trapped Soldiers. Realizing the jacks were insufficient to remove the concrete, Rider devised a plan to get straps under the collapsed wall and use a Bradley to lift the wall off the trapped people.

"Scott was the one who placed himself in harm's way by sliding the straps and tow cables under the t-wall so it could be lifted," Smith said. "He took charge and got out a sergeant and an Iraqi interpreter."

Additionally, 13 CMC contractors with Armor Group Iraq assisted with providing first aid and security during the rescue.

"These brave young and not-so-young men risked their lives to provide aid to U.S. Army personnel," Smith said. "In my opinion, there would have been greater injuries and probably more loss of life had these men not done what they did without thought to their own safety."

Report

Continued from page one

to share the blame with others for the disastrous impacts of Katrina on the New Orleans area.

Riley responded, "The IPET and the hurricane chronology are the first steps in being open and candid and accountable to the American people. We're laying it all out. We've asked somebody to go into our closets and pull everything out."

"We see that as a matter of integrity — of ourselves as individuals, integrity of the Corp as an institution, and the integrity of the process," Riley continued. "We wanted to maintain all of those, and we don't see it as (and we hope it's *not* seen as) the Corps attempting to place the blame on somebody else."

"We had 1,200 people in our district in New Orleans, and 1,190 of them evacuated and 400 of them lost their homes," Riley said later in the press conference. "We don't just stand behind our work, we *live* behind our work. Our people are out there doing that work, and knowing that they live there and they're part of it."

"So we're not an outsider coming in and just building some system," Riley said. "We take this seriously, and we see it as an absolutely tremendous opportunity to make some dramatic improvements and significant changes in national engineering standards, in management, flood planning, and flood plain development. We see during the coming years that this (HPDC) and the work that we've done will have a significant impact across the entire nation."

Donald Powell, Chairman of the Gulf Coast Rebuilding Office, said, "I commend the Army Corps of Engineers on commissioning this independent study. Such a thorough analysis is an important step toward greater transparency and accountability in the decision-making and budgeting process. This report speaks to the commitment of the Corps and its leadership to communicating risk and providing quality engineering services to the nation."

Dr. Douglas Woolley, one of the report's authors, is Professor Emeritus at Radford University where he served on the faculty of the Economics Department for 30 years, and as the director of the university's Center for Economic Education. He also served as Scientific Advisor (1983-1984) and as planning and budget consultant from 1985 to 2000 to the Office of the ASA(CW), and as a member of the Committee to Assess the U.S. Army Corps of Engineers

Water Resource Planning Procedures for the National Research Council in 1999.

Dr. Leonard Shabman, the second report author, is Resident Scholar at Resources for the Future, and Professor Emeritus at Virginia Tech University where he served on the faculty of the Department of Agricultural and Applied Economics for 30 years, and as the director of the Virginia Water Resources Research Center. He also served as Staff Economist at the U.S. Water Resources Council from 1977 to 1978, as Scientific Advisor to the ASA(CW) from 1984 to 1985, as Visiting Scholar at the National Research Council of the National Academy of Sciences in 2001, and as the Arthur Maass-Gilbert White Scholar at the Corps' Institute for Water Resources from 2004 to 2006.

The Corps reviewed the HPDC before its release to help identify missing documents and errors of logic, and the National Association of Flood and Stormwater Management Agencies provided an external review.

The draft report was released for a 30-day public comment period during which time the authors are soliciting any additional relevant documentation that was not available to them while compiling the draft.

The Hurricane Protection Decision Chronology is

NavLocks HPO

Continued from page one

communications, such as monthly briefing materials and presentations. Team members have participated in one Division Lockmasters meeting, two industry meetings, and numerous briefings at division/district offices. The team seeks future opportunities to participate in NavLock conferences and industry meetings to present current HPO issues.

The team has visited several sites to meet directly with the navigation lock workforce, including projects in Nashville, New Orleans, Louisville, and St. Louis districts. A sensing session was held in Alton, Ill., last month with employees from several projects along the Mississippi River. These site visits and meetings have been productive in generating ideas and suggestions. More sites will be visited in the future to provide information regarding the study and to receive input from on-site personnel.

A fact sheet was distributed throughout the Corps explaining basic information about the HPO study



Construction crews build a floodwall on the east side of the Inner Harbor Navigational Control levee. This was the site of a major breach. The floodwall is now complete. (Photo courtesy of Task Force Hope)

available on the Internet at <http://www.iwr.usace.army.mil/inside/products/pub/hpdc/hpdc.cfm> The public comment period to submit relevant additional documentation runs through Aug. 10.

(why it is being conducted, who is conducting it, timelines, milestones, etc). A questionnaire will also be distributed to generate ideas and suggestions for relevant improvements to NavLock System operations. Periodic newsletters are published to help keep Corps employees updated on the progress and results of the study.

Go to <http://www.navlocks-hpo.usace.army.mil/> to receive up-to-date information about the study, which includes copies of written materials. This Web site is available to the Corps of Engineers, contractors, industry and the public. E-mail ideas and suggestions to Information-Line@usace.army.mil

The HPO study is not only limited to work at lock and dam facilities, but "...other Civil Works Operations activities as deemed practicable..." as instructed by Maj. Gen. Ronald Johnson, the USACE Deputy Commander. He directed the HPO Team to consider and welcome ideas and suggestions for off-site navigation lock functions.



Far East District has changed a lot in 50 years, including its home. The aerial photo on the left is a shot of the FED compound as it looked in the 1950s. At right is the FED compound today. (Photos courtesy of Far East District)



Building for Peace

Far East District celebrates 50 years of service in Korea

Far East District celebrated 50 years of “building for peace” on the Korean peninsula in a ceremony June 15 in Seoul, South Korea. The district was established in 1957 and was initially designed to assume the construction programs of its predecessors, the U.S. Army Construction Agencies – Korea and Japan. At that time, much of the peninsula was still in ruins from the 1950-53 Korean War, and the district’s mission eventually evolved to support the U.S. Forces in Korea by supervising military construction.

The district was established in June 1957 by the Office of Chief of Engineers’ General Order No. 11. Following the Korean War and the U.S. decision to maintain armed forces in the Republic of Korea (ROK), increasing demands for military construction in South Korea, as well as in Japan and Okinawa, led to establishing Far East District.

Accomplishments. Since its inception, the Far East District’s work has involved a wide variety of design and construction projects including complex construction on mountain-top sites, sophisticated well-drilling operations all over Korea, tunnel neutralization projects in the demilitarized zone (Panmunjom), and a host of projects to improve the quality of life for American forces in Korea.

Among the district’s significant accomplishments are the rehabilitation of the Incheon Tidal Basin in 1957, the 258-mile trans-Korea petroleum pipeline from Pohang to Seoul in 1968, and most recently, the district’s support to the Korea Relocation Program.

From 1963 to 1970, Far East District was the Department of Defense’s design and construction agent in Korea and Japan. With the shrinking workload trend in 1970, the impending withdrawal of the 7th Infantry Division from Korea in 1972, an economic recession in the U.S., and the removal of American forces from Southeast Asia, the district lost its responsibilities in Japan and became a semi-autonomous, augmented area office in 1970.

Repair and upgrade of existing facilities rather than initiation of major new



The Main Exchange at Yongson Barracks in Seoul is a Far East District project familiar to thousands of Soldiers who have served in Korea. (Photo courtesy of Far East District)

projects went on until 1975 when the relocatable barracks program started to improve the troop living conditions in the Republic of Korea. Between 1976 and 1977 the district experienced a sharp increase in its workload. The district directed much of its activity toward the improvement of the living and operational facilities for U. S. forces. The Soldiers’ housing needs in Korea became so apparent, and that need coupled with command emphasis on customer satisfaction, led the district to accept many projects from various organizations and soon returned to being a full-service district.

Education. During this time, the district contributed to development of Korean construction industry through education of contractors and their employees. In the field, district inspectors literally taught supervisors and laborers how to do everything from the most elementary tasks including carpentry, operating heavy machinery and power tools, and learning how to translate plans into structures.

In Seoul, members of the district staff gave classes that encompassed all phases of construction from formulating bids to on-the-job safety. In addition, the district commenced a training program for ROK military engineers. Far East District’s advice, lectures, encouragement, and training provided an impetus for the developing Korean building industry. By the late 1960s, local companies were successfully competing in the world market. Today ROK

firms are actively engaged throughout the globe.

Resident offices. Far East District’s area of operations stretches from Panmunjom in the Demilitarized Zone to the southern port of Pusan and across the Korean peninsula from the Yellow Sea to the Eastern Sea. The district has five Resident Offices that oversee construction projects:

- The Hospital Resident Office handles projects in the Seoul area as well as K-16 airfield, Command Post TANGO, and military installations in north of the city.

- The Central Resident Office handles projects at Suwon and Osan Air Bases.

- The Kunsan Resident Office manages projects in Kunsan Air Base and Gwangju area.

- The Southern Resident Office at Camp Henry in Daegu administers all construction for Area IV including Camp Mujuk in Pohang.

- The Pyongyang Resident Office was established in 2000 to handle projects in Humphreys is now facing huge increase of workload as the U.S. Forces Korea (USFK) executes transformation on the peninsula. The Korea Relocation Program will triple the size of Humphreys and increase its population from about 11,000 to 45,000.

Korea Relocation Program. To start the relocation effort rolling, the district established the Korea Relocation Programs Office in 2006. It has resident offices in Pyongyang and

Kunsan. Far East District awarded the 205-acre Parcel One land development construction contract last November, which is a significant milestone for projects at Camp Humphreys for success. In April, the USFK and the South Korean Ministry of Defense chose the preferred contractor for program management to relocate U.S. bases between Seoul and the Demilitarized Zone to Camp Humphreys. Far East District is playing a key role in this huge transformation effort and its support.

A&E allies. Also serving alongside the district’s workforce are nearly 200 dedicated professionals from three architecture and design firms; Thomas J. Davis – Jung Il Associated, which began service with FED in 1979; AMKOR/SAC International, 1982; and MM International, 2001. These firms continue to play a key role in the district’s mission.

During the 50 years of its existence, FED has designed and built billions of dollars worth of facilities totaling thousands of projects. Today, the district’s major activities still include project design, contract administration for architectural and engineering services, construction, and maintenance and repair in support of the U.S. Forces Korea, as well as design and construction surveillance for host nation projects funded by the Republic of Korea.

Heritage. Far East District carries on its proud heritage that began with the U.S. Army Corps of Engineers in 1775. Just as the Corps has gained national recognition since its creation, Far East District continues to enhance the Corps reputation as the quality construction and design agent for DoD in the Republic of Korea.

Amid the fluctuation in workload and personnel, one theme in Far East District’s history has remained constant — the desire to provide quality construction at a fair price, completed safely and on time, to provide its customers with the best possible service anywhere in the Republic of Korea, and to provide those serving in Korea with the best possible quality of life.

TAC now home of rehired retirees

By Steve Wright
Transatlantic Programs Center

On June 1 Transatlantic Programs Center (TAC) officially became the home of the Reemployed Annuitant Operation (RAO) program.

The RAO program provides the U.S. Army Corps of Engineers a workforce of on-call retired federal employees to respond to natural disasters. Currently, 85 program members are working in response to Hurricane Katrina in New Orleans, and an additional 25 workers are spread throughout the rest of the country.

TAC will now deploy RAO members to natural disasters when and where needed, according to Scott Lowdermilk, TAC's Director of Plans and Operations.

"We will do the administrative support to deploy them as needed to support Corps disaster response," Lowdermilk said. "Before deployment, we will bring the reemployed annuitants here, and ensure they have required shots, issue protective safety equipment, and provide appropriate briefings from our Reemployed Annuitant Operation and USACE Deployment Center (UDC) staff.

"This will be much the same way we deploy people through the UDC to serve in Iraq and Afghanistan," Lowdermilk continued. "If a surge of reemployed annuitants is required we can also use the Administrative Personnel Processing Office (APPO) to issue travel orders, process travel vouchers, and keep time and attendance records for deployed RAO members."

Natural fit

Lowdermilk said that the program is a natural fit for TAC.

"I attended a readiness conference and Lenny Kotkiewicz, Deputy Chief of Homeland Security and Provost Marshal in Headquarters, briefed about the relatively new reemployed annuitant program," he said. "What caught my attention was his discussion of Headquarters administratively supporting the reemployed annuitants in the field by providing travel orders, processing travel vouchers, and keeping time and attendance. Since we already have a staff to provide this support for the Corps' Iraq and Afghanistan missions, with a few minor adjustments we could take on the support requirements for the RAO program and gain efficiencies by doing both programs together."

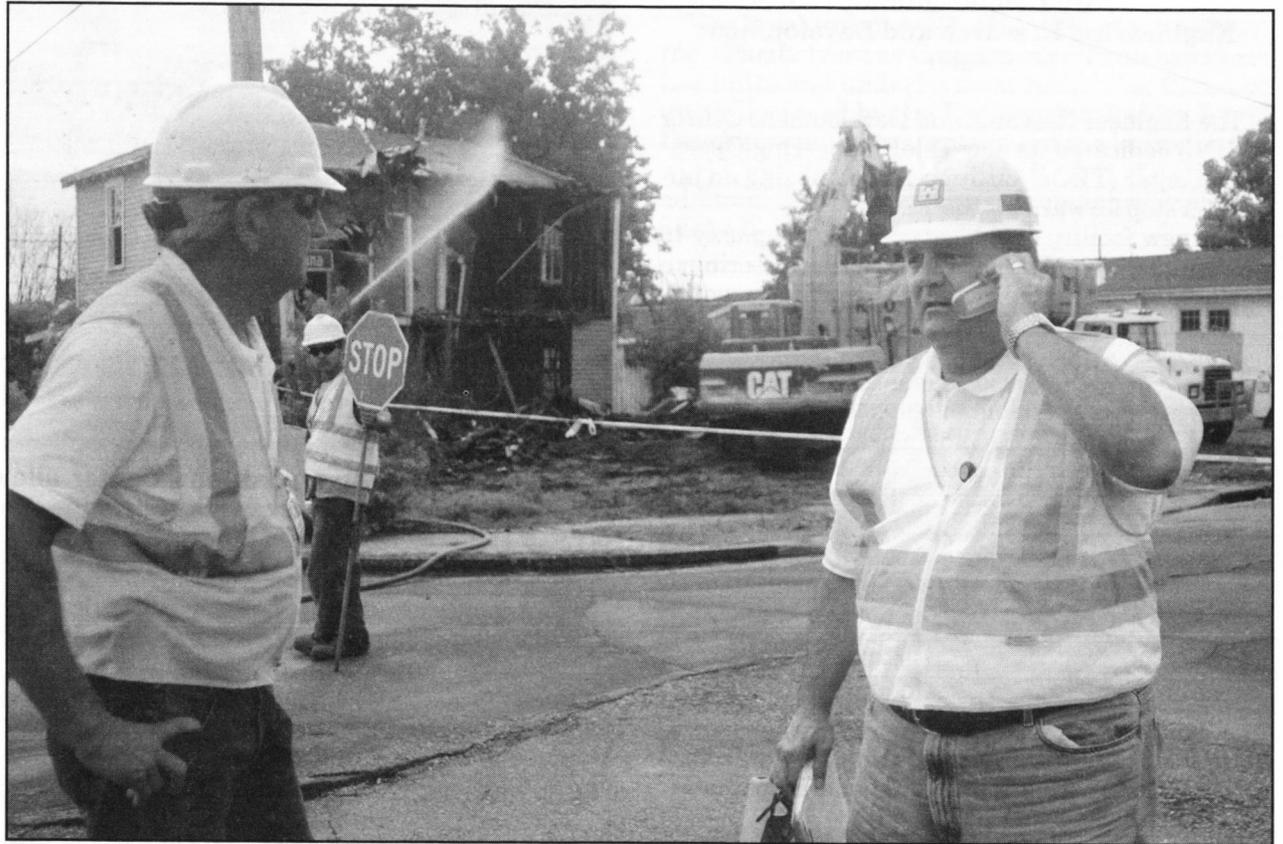
Lowdermilk said that the support for the Iraq and Afghanistan missions will decrease as the Corps' work declines in these countries. By assuming disaster response responsibilities, TAC can serve civil works missions as well as military construction programs.

"It's beneficial for the Corps to retain the UDC and APPO capabilities for future contingencies," Lowdermilk said. "Maintaining this capability positions the Corps to be fully prepared to support disaster, reconstruction, or homeland security operations. We can deploy people quickly and with the necessary gear and equipment to support the national needs, any time, any place."

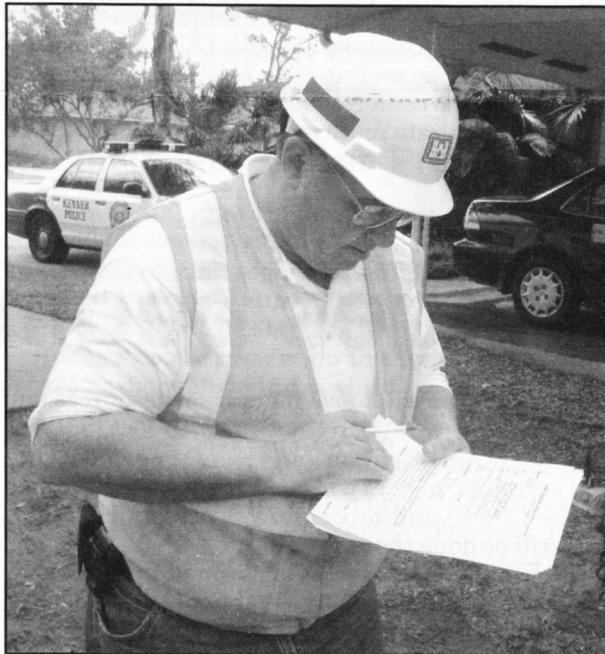
Not a new concept

The RAO concept has been around for a decade or more, but it took a change in the law to make the program work, according to Don Binder, the RAO program manager.

"Ed Hecker, the USACE Homeland Security Office Chief, had the idea a decade ago, but it was difficult to entice retirees to come back to work because it wasn't economically beneficial for them. Congress changed all this with Public Law 108-136, part of the National Defense Authorization Act of fiscal year 2004 with the phrase that requires annuitants employed in positions within the Department of Defense



Dave Justinson (right) and Ted Woodson work a demolition security problem. Both are rehired annuitants. (Photo courtesy of LA-RFO)



Tom Chamberlin, a rehired annuitant, assesses a home in Kenner, La. (Photo courtesy of LA-RFO)

to receive both their full salary and full annuity."

Program to expand

"The Act of Congress provided the opening we needed, and I was the first USACE annuitant to be rehired under the new program in September 2005," said Binder. "The plan went from a phased program implementation to a 'drop everything we were doing and make it happen' with Hurricane Katrina. The cadre has grown to 650. We hope to increase it to 1,000 this year, and to 1,500 by next hurricane season."

The transition of the support work to the Transatlantic Programs Center will allow Binder to concentrate on expanding the RAO program to meet the target of having 1,500 reemployed annuitants on the program roles by next summer. The responsibility for overall program management, expanding the program, and selecting people for deploy-

ment will continue to be handled in Headquarters.

Transition to TAC

"The transition of the deployment process to TAC is exciting," Binder said. "We're doing orders and vouchers in USACE Headquarters, but that will transition to TAC. In addition, instead of sending people directly to the disaster area, when a person first deploys, they will do so through TAC where they will be administratively processed, briefed on the mission, and issued equipment. They will have a chance to ask questions. Also, very importantly there will be a consistent application of the program requirements."

Retiree appointment

According to Binder, each retiree is given a temporary one-year appointment. At the end of one year, a decision will be made whether or not to offer the annuitant another appointment for four more years, making the total time five years. During the appointment, annuitants will be on call, but do not have to deploy every time asked to stay in the program.

"We know from our database who is deployed, who could deploy, and when they're available," Binder said. "I try to be somewhat circumspect for those who say no, because there are a number of things that happen to us that may make the timing wrong. So, if someone says no and gives us a good reason, then we'll call on them the next time they are needed."

Program benefits

This program offers annuitants a unique opportunity to actively serve again and provides USACE with the flexibility of having a cadre of experienced and knowledgeable workers on hand to respond immediately to disasters. This provides an added benefit to the Corps in that there will be less disruption to the active workforce. For every annuitant working in a disaster area, a full-time employee will not have to deploy. In aiding this, TAC's mission will broaden in an important way.

TeleEngineering Ops Center dedicated

By Debbie Quimby
Engineering Research and Development
Center

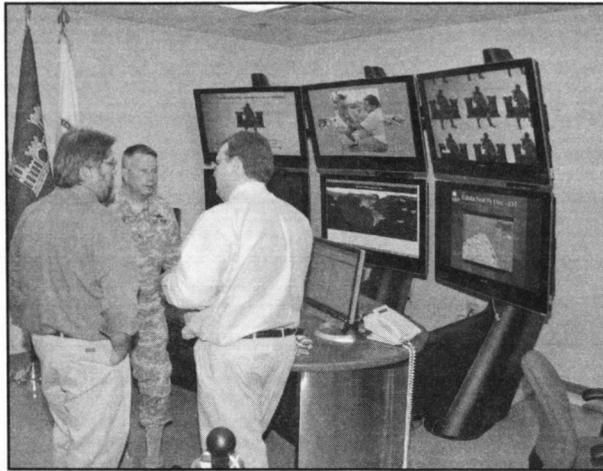
The Engineer Research and Development Center (ERDC) dedicated its new TeleEngineering Operations Center (TEOC) on June 1, symbolizing an important step forward for the TEOC.

The new facility doubles the TEOC's capacity to provide quality and timely reachback engineering to deployed Soldiers and Civilians around the world. "We doubled the size of our server capability and still have room for future growth," said Rhonda Taylor, TEOC director. "We also doubled the computer and data resources available to the subject matter experts who use the TEOC to answer the challenges that come through the center."

ERDC has offered one-stop R&D service to the military as far back as World War II, so the concept of "reachback" engineering has been around for some time. But TeleEngineering came of age in December 1995 when an Army engineer officer standing on the banks of the flooding Sava River called the Waterways Experiment Station (now ERDC headquarters), asking for help. His engineers were charged with building a floating bridge across the river to move troops and materiel into Bosnia, but they were concerned about the rising river and its potential impact on the bridge.

Three days later, after gathering Sava River information from any source they could find, ERDC researchers gave their first forecast to waiting engineer troops on the ground. This led to 24-hour-a-day operations at ERDC, and the realization of this emerging technology's potential to the warfighter.

From its infancy as a technology demonstration under the U.S. Army Maneuver Support Center to its current role as an integral part of the Corps' Field



The TeleEngineering Operations Center allows a small forward-deployed team with a set of communications gear to access the full range of expertise in the Corps of Engineers. (Photos courtesy of ERDC)

Force Engineering initiative, TeleEngineering has evolved as quickly as its technology. The first deployed toolkits required eight or nine boxes to hold the bulky communications systems and supporting equipment. Today, the more than 160 systems deployed around the world contain much more sophisticated equipment, but are shipped in two smaller boxes.

Today's equipment provides video and data transfer through secure networks from remote sites where other means of communication are unavailable. Included software provides analysis tools to deployed personnel, who can send reference files back to the U.S. for review and problem resolution. The Automated Route Reconnaissance Kit (ARRK) combines the power of the toolkit with a Global Positioning Satellite, video camera, and 3-D accelerometers for quick and accurate route reconnaissance. More than



60 ARRKs are currently deployed around the globe.

The most important aspect of this equipment, however, is what it provides to deployed forces – the ability to connect back to a subject matter expert 24 hours a day, seven days a week, for quick resolution to problems they encounter in the field. The TEOC facilitates about 1,000 requests for information each year, and both secure and non-secure video teleconferences between all levels of Army personnel are handled by through the center.

"If you ask any member of the TEOC staff or any of the subject matter experts we go to for assistance what the most important aspect of their job is, and therefore the focus of this center, they'll tell you we're here to help that Soldier or Civilian carry out his mission safely and successfully," Taylor said. "At the end of the day, there is no greater reward than that."

HR Corner

Structural changes beginning for HR

This is an update of the customer-focused structural changes occurring in the civilian Human Resources (HR) community throughout the Department of Army. These changes will be done in phases starting Aug. 5. The goal is to shift some personnel and functions from the Civilian Personnel Operations Center (CPOC) to the Civilian Personnel Advisory Center (CPAC) and put HR personnel closer to the customer.

Bottom line...the total number of people in the HR community will not increase, but the ratio will change from 60 percent of them being in CPOC and 40 percent in CPAC, to the new ratio of 77 percent in CPAC and 23 percent in CPOC.

In the first phase, the CPOC personnel doing recruiting/staffing and classification work will become employees of the local CPAC where they currently provide service. They will no longer work for a CPOC Director. The shared staffers and classifiers will be organizationally divided and assigned to the CPACs, resulting in CPACs having more control over the work efforts of the folks who do this HR work for local activities.

The individuals will work virtually for the time being. There will be immediate cross-fertilization efforts to get current CPAC staff skilled in issuing announcements and referral lists and the myriad work that goes with that, and to get the former CPOC staff skilled in providing advisory services on the many questions that arise at Corps activities.

This should expand the HR services available at your local CPAC, bring quicker answers, and better focus on your local needs.

Later phases will move manpower resources and functions physically from CPOC to local CPAC, mostly through attrition and voluntary moves. Official personnel folders will continue to be maintained at the CPOC, and processing of personnel actions will still be done there.

Eventually, however, it is planned to reduce the number of CPOCs from five in the continental US to only one. Overall costs to Corps activities should remain stable as there are no increases in overall staffing in the HR community.

Concurrently, there is also a concept being ana-

lyzed to merge some of the smaller CPACs into organizational "clusters" so that they can share expertise when it is prudent. As an example, all CPACs might not be able to afford or need full-time classification specialist expertise, but there would be such expertise available in the "CPAC cluster."

However, centralization of people, or closure of CPAC offices is *not* part of this concept, since the whole reason for this transformation is to put *more* help at the local level with the customer.

Your servicing CPAC can provide information on your local situation.

Life-jackets

Continued from page eight

Mike Myhre, who works at Lock 7 in St. Paul District, was generally pleased with the inflatables but offered two observations. One, the waist strap rode high on the body and was slightly uncomfortable. He also observed the waist strap tightened considerably and became very uncomfortable after inflation.

"After the first inflation, I quickly learned that the waist strap should be worn loosely," Myhre said. "One other point is the extra cost and maintenance of the unit. A maintenance program would have to be implemented to ensure proper upkeep of the device."

Park ranger Renea Guin, had only two complaints. "My main critique is that you cannot swim in it very well," Guin said. "If you had to go after someone, forget it, you wouldn't get there very fast. It's great if all I'm worried about is me, but our job is to

help others in emergencies. I feel like it would impede my ability to save someone. The other critique is that you have to get the strap very tight. If you don't, it will ride high up on your face and might cause breathing problems for some."

Dale Hollow Lake environmental protection specialist Sondra Carmen said the positives far outweigh the negatives for her.

"While it can become restrictive and tight around the head and neck after inflation, to me that is a secure feeling," Carmen said. "During the wear test, I knew, without a doubt, this device would get me to the surface during an accidental fall into the water. Furthermore, if that were to happen, I would only be in the water for a short time, knowing that I would be alive in order to climb into the boat, or be retrieved by my partner."

Around the Corps



Lt. Gen. Robert Van Antwerp (left), the Chief of Engineers, passes the flag of the 249th Engineer Battalion (Prime Power) to Lt. Col. Paul Olsen, the new battalion commander.

Change of command

The Army's only electrical power distribution unit, the 249th Engineer Battalion (Prime Power) welcomed a new commander on July 11 at Fort Belvoir, Va. Lt. Col. Paul Olsen took command from Lt. Col. Andrew Backus.

During Backus' command the 249th supported recovery efforts for Hurricanes Rita and Katrina. The Prime Power Soldiers installed more than 500 generators and conducted more than 2,000 electrical inspections. This was the battalion's largest deployment in its 13-year history.

During his tenure, Backus made several changes. His first was part of Army Stationing, and reduced the 249th Engineer Battalion from nine global locations to four. This improved the battalion's efficiency and effectiveness, and stabilized families.

Second, Backus initiated a Force Design Update within the battalion to restructure the unit and he fought for funding for the Prime Power Generator Program, which supports disaster relief and the National Response Plan.

Third, Backus changed the way captains are trained within the battalion by ensuring they get Prime Power experience before they assume company commander roles to better prepare them as battalion leaders.

This is Olsen's second tour with the 249th. From 2004 to 2005 he was an operations officer. "I'm enthused to return to a battalion where, during my previous assignment, I was impressed by the Soldiers' technical expertise, courage in the face of a barbaric enemy, and innovativeness following nature's wrath, which, at that time, included four hurricanes in the U.S., and a tsunami in the Pacific," said Olsen.

Life saving awards

Four Corps employees in Louisiana's Cameron Parish used their heat stroke training to save a life.

According to medical personnel, had the team not taken immediate actions in treating the victim for heat stroke, he would have perished. The team had that week completed safety training in which heat-related conditions, symptoms, and actions to be taken were covered by the local Safety Office.

Their quick response earned them the Army's Civilian Award for Humanitarian Service at the Louisiana Recovery Field Office (LA-RFO) in New Orleans. The award is equal to DoD's Humanitarian Service Medal that recognizes military members for lifesaving actions. Michael Park, LA-RFO's Director, made the presentation.

The recipients were:

Justin Bult, a Lake Charles Corps contract recovery employee.

Debra Christie, a Tulsa District natural resources specialist and mission volunteer.

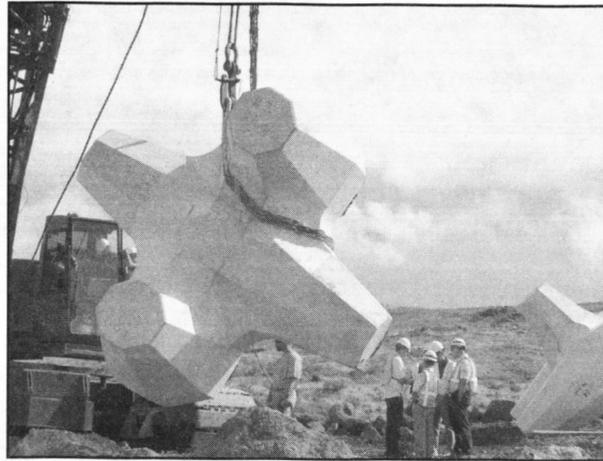
Robert McKechnie, a Detroit District lock and dam mechanic and mission volunteer.

Yvett Young, a Sweet Lake Corps contract recovery employee.

They were honored for their actions in saving the life of a truck driver delivering debris to the Wilkerson landfill in Cameron Parish. The driver had stopped at the site's control tower after changing a flat tire in the debris dump when the tower monitor team noticed he had signs of heat stroke.

The quality assurance team soaked paper towels with ice and ice water from their coolers to cool the driver. They provided fluids, and asked about medications and medical conditions.

The driver was treated by on-scene and hospital medical teams and made a complete recovery. He was released to go back to work two days later.



Core-Loc units weighing 35 tons and 13 feet tall were used in the Kaumalapau Harbor Project.

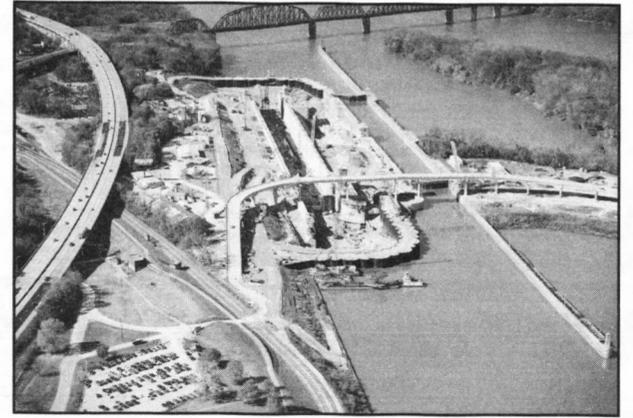
Kaumalapau Harbor Project

The Kaumalapau Harbor Project on Lanai was officially dedicated on July 7. The ceremony on the breakwater officially opened the \$28.2 million project that repaired the Kaumalapau breakwater, originally built in the 1920s. The new breakwater was built to reduce wave action in the harbor and increase harbor safety and usability.

Kaumalapau Harbor is essential to the welfare of the island's residents and visitors. There are no other harbors on Lanai capable of accommodating tug and barge services, which bring in virtually all consumer goods and fuel. Repeated storms in the 1980s and early 1990s caused significant damage

to the previous breakwater.

The breakwater was built by Traylor Brothers, Inc. (Pacific) for the Corps using 819 35-ton Core-Loc units and underlayment rock. The Core-Loc units, designed by the Engineering Research and Development Center, are some of the largest in the world, and are placed in 80 to 90 feet of water. In addition, 20 15-foot sections of cement were poured on the breakwater's crest.



McAlpine Locks and Dam will be one of the tours offered at the Smart Rivers 2007 Conference.

Conference registration

Registration is now open for the Smart Rivers 2007 Conference, Sept. 16-19. The conference will focus on "Positioning Inland Navigation as a Powerful Link in the Global Supply Chain."

Professionals interested in sharing knowledge and experience for a better and more efficient integration of inland waterways (rivers and channels) into an integrated intermodal transport system are invited to register and attend.

The three-day conference will include technical sessions, field tour, industry exhibits, a technical short course, and networking events.

Conference topics include Sustainable Inland Navigation, Changing Markets, Policy Comparisons, Project Determinations, Reliability & System Use, Port Management, and Future Industry Challenges.

Tours include McAlpine Locks and Dam, Jeffboat Shipyard, Falls of the Ohio, and Historic Steamboat Cruise on the Ohio River.

For on-line registration and the detailed conference agenda, go to www.pianc.us



New towboat christened

The Corps newest vessel, the Motor Vessel *General Warren*, was christened May 14 in Fountain City, Wis. About 80 people attended the event. Above left, Lugene Martin breaks the ceremonial champagne bottle. At right the *General Warren* is docked at the Fountain City pier. The towboat is part of a new St. Paul District dredging fleet, which includes the dredge *Goetz* and the quarters barge *Tagatz*. This fleet will maintain the nine-foot channel on 850 miles of the Upper Mississippi River, 355 miles of the Illinois River, and 24 miles of the St. Croix River. The *General Warren* is 124 feet long, powered by two 1,500 horsepower diesel engines, and carries a crew of 11. (Photos courtesy of St. Paul District)

Inflatable PFDs tested, OKed for use

By Dave Treadway
Nashville District

Boaters have a thousand excuses to *not* wear life-jackets. They're too hot...they're bulky...they're uncomfortable.

But the sleek, compact new auto-inflatable life-jackets just about eliminate those excuses, and now U.S. Army Corps of Engineers employees are authorized to use them as optional personal protection equipment. After extensive testing under field conditions, Richard Wright, the Chief of the Safety and Occupational Health Office, authorized their use.

This *lifts* the prohibition in EM 385-1-1 against use of such devices by all workers on USACE worksites.

Testing. This follows careful analyses and tests by the Corps of several types of U.S. Coast Guard-approved auto-inflatable PFDs. They were tested in practical work settings for performance in 2006 by 347 Corps employees from the Operations business line that included park rangers, maintenance personnel (navigation, hydro-power), lock operators, boat operators, crane operators, engineers, equipment operators, biologists, and others.

"U.S. Coast Guard-approved inflatable devices have been on the market for a number of years, but none could pass the Corps' stringent safety standards," said Stephen Austin, acting Chief of Natural Resources Management. "Through a careful and methodical series of tests, our Headquarters safety engineer determined three specific models that met or exceeded those standards."

While the wear-test last year was managed by the Headquarters National Operations Center (NOC) for Water Safety, the test criteria and training requirements were developed by a team of Karl Anderson, safety specialist; Tom Verna, a civil engineer from Operations Navigation Branch; Austin; and Lynda Nutt, NOC manager.

Three models. Maj. Gen. Don Riley, Director of Civil Works, approved the one-season field test of three auto-inflatable devices, and *only* those three models are authorized by the new policy. They are:

- Stearns Model 1470 with Halkey-Roberts 1F inflator.
- Mustang Model MD3087 with Halkey-Roberts inflator.
- Mustang Model MD3183 with Hammar MA-1 inflator.

Each PFD must also use the appropriate re-arm kit.

Confidence. Most participants in the wear test last year gave the devices a resounding vote of confidence.

Park ranger Alex Urquhart liked the appearance, comfort, and inflation of the Mustang model he tested.

"Professional-looking device, and the uniform is not obscured by the life jacket so rangers appear as rangers to



Park ranger Diane Stratton floats in Wappapello Lake while testing her auto-inflatable life-jacket. (Photo courtesy of St. Louis District)

the public," Urquhart said. "I rate comfort/wear-ability excellent because it allows free arm and torso movement. It's much less bulky compared with traditional PFDs. Quick maneuvering in confined area of patrol boat is improved, very important for coordinated movements when towing a vessel or retrieving an object or person from the water."

Comfort. Diane Gruman, a park ranger of six years, called the devices effective and safe.

"They're not as hot or bulky, which makes it easy to forget that I'm wearing one," said Gruman. "And because it is so much more comfortable than the full-sized life jackets, I believe rangers will show more dedication in wearing them. I also believe that more recreational boaters and fishermen will start wearing them when they see park rangers using them. This is a definite advantage because so few wear them now."

Their feelings were echoed by many others.

Grenada Lake park ranger Chris Terry really became attached to the new device while working boat patrol all summer in the Mississippi heat.

"It wasn't as bulky as the regular ones," Terry said. "I seemed to be able to maneuver better in many different situations."

Student ranger Sarah Poulter liked the inflation speed.

"The lifejackets inflated instantaneously upon impact with the water during initial testing, making the rangers testing them more confident in their use," Poulter said. "We like the whistle attached to the vest for emergency use. The cartridges are easily changed, and maintenance of the vest is very easy."

Public response. Fellow student ranger Chris Garcia observed public response to wear by rangers.

"We have also used these vests in our public water safety programs," Garcia said. "Public response to these inflatable lifejackets has been very

positive. A large segment of the public is not aware that the inflatable lifejackets exist. They're also not aware that these lifejackets are available for use by recreational boaters."

Fort Worth District recreation specialist James Murphy found the same reaction.

"This trial program has generated positive feedback from members of the boating public," said Murphy. "I've been approached by several visitors who inquired about the Type V PFD. Many asked if the fit was comfortable and commented that Type Vs are much cooler in the Texas heat. Official use might encourage members of the public to actually wear a PFD instead of merely having one available in their vessel."

Natural resource specialist Dean Roberts was the envy of coworkers as he wore the Mustang model 3087.

Cooler. "One of the other rangers who works boat patrol with me constantly complained about how hot his vest was during the months of July and August," said Roberts. "The lighter weight and less bulkiness of the test PFD allowed me to stay much cooler than my partner during these hot months in Oklahoma."

J. Percy Priest conservation biologist Mark Vaughan liked the device he tested. "Inflatable PFD's have proven to be more comfortable than conventional Type III PFDs, but don't offer the storage options needed for essential gear," he said.

Park ranger Roger Howell likes the product because of when it does *not* inflate!

"I had one instance where another ranger and myself were called out by 911 to render assistance to an overturned sailboat with children in the water," Howell said. "It was during a bad thunderstorm with heavy winds. My hydrostatic life-jacket was rained on, but did not inflate. The children were rescued by volunteers and others from the sheriff's department."

Park ranger Allison Smedley found

her auto-inflatable PFD so comfortable she didn't want to take it off!

"It really doesn't feel like you have a life-jacket on," said Smedley. "It's easy to move around and it isn't the slightest bit inhibiting. I didn't mind keeping my inflatable on at all times. During shoreline work, you're in and out of the boat a lot, you're bending and stretching, and the life-jacket doesn't get in your way."

Cheatham Lake park ranger Jeff Hancock called his inflatable, "...the most comfortable PFD I've ever worn."

"My Mustang Model MD3087 deployed and floated me to the surface within three seconds," said manager Todd Milnes. "I tried to roll face down in the water and the jacket wouldn't allow me to stay that way for more than a second."

Criticism. The devices were not without their detractors as some testers found features they did not like.

Larry Janicek said the inflatable life jacket is heavy in front and hangs on your neck, making it uncomfortable.

Natural resource specialist/park ranger Ken Weiner said the vest was not "cooler", as anticipated.

"I felt the part that wraps around the neck traps heat, and wound up giving me neck irritation," Weiner said. "The lack of pockets and a place to put a life jacket light were also undesirable features. As much as I like new technology, the inflatable life vest MD3183 was a disappointment to me."

Senior park ranger William "Skip" Sivertsen reported that some of his employees also did not like the MD3183. "Some of my co-workers did not like this particular model since it feels too tight and heavy around the neck," he said.

Overall, Ranger Sivertsen liked the inflatable since it was cooler during the hot summer months, but he did discover a few problems.

"The D-ring at the base of the PFD on the right side sometimes swings upward and becomes sometimes entangled in the male part of the belt clip," Sivertsen said. "Some have said the CO2 cartridge gauge (with the green light) never seems to sit straight in the clear plastic viewing hole. Maybe they could make the view hole bigger, or allow the gauge to protrude slightly past the shell so that it locks into place better. I also miss the pockets on my standard life-jacket where I stored items such as a spare boat plug, although I do like the quick access to my duty shirt pockets and pen. The inflatable doesn't accommodate a badge or name tag like my standard life-jacket, but maybe the title 'Park Ranger' or an image of a badge could be silk-screened onto the vest."

Park ranger Kelly Thomas said the Sterns model would nearly choke the user until some of the air was let out. This may mean an unconscious person might be in danger of not getting enough oxygen.

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